

INTERNSHIP HANDBOOK

2020-2021



UNIVERSITY of
SOUTH FLORIDA

Student Success

Internships & Career Readiness

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Welcome to USF!

Dear Employers,

Thank you for your interest, support, and partnership with USF in offering internship or co-op opportunities for our students! As the intern's site supervisor, you will be assisting the student in achieving their academic and career goals. You'll be providing formative, and in some cases, transformational experiences and guidance that will take the student closer to reaching their career goals. This handbook includes information on supervision and forms that can be used throughout the internship process.

University of South Florida is a diverse community that values and expects respect and fair treatment of all people. USF strives to provide a work and study environment for faculty, staff, and students that is free from discrimination and harassment on the basis of race, color, marital status, sex, religion, national origin, disability, age, or genetic information, as provided by law. USF protects its faculty, staff, and students from discrimination and harassment based on sexual orientation or identity. USF is also committed to the employment and advancement of qualified veterans, veterans with disabilities and veterans protected under the Vietnam Era Veteran's Readjustment Assistance Act, as amended (VEVRAA). Discrimination, harassment and retaliation are prohibited within USF and complaints of such conduct must be filed with the Office of Diversity and Equal Opportunity (DEO). DEO will review such complaints and provide appropriate response including counseling, mediation and/or referral for disciplinary action, up to and including termination from employment and/or expulsion from USF.

We respectfully request that all partners and participants in the internship and co-op education process join us in this commitment to equality and diversity. We look forward to working with you and appreciate your support of USF student success!

In partnership for student success,
Lynn Chisholm, M.S., CPM
Director of Internships and Career Readiness – USF Career Services

This Handbook is provided as a service and resource for employers, internship hosts, and intern supervisors. Content was developed in accordance with the National Association of Colleges and Employers (NACE) recommendations and standards as a guide for best-practices for all aspects of the internship process.

General Information for Employers

Interested in hosting USF interns? USF defines an internship as a work or service experience related to a student's major or career goal that integrates the knowledge and theory learned in the classroom with practical application and skills development in a professional setting under the supervision of practicing professionals.

Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths. One factor that distinguishes internships from a temporary job or volunteer position is that internships have intentional "learning objectives" and deliberate mentoring.

To ensure alignment with the Florida Board of Governors definition of Internships and state-mandated Excess Hours guidelines, the above definition also applies to Practicums, Co-ops, and Externships.

Additionally, all organizations, and its representatives, participating in recruitment services and/or events at the University of South Florida must abide by [the Recruiting Policies as described on our website](#).

Qualifications for Internship Host Sites

- 1** Must have successfully been in full-time business for at least one year
- 2** Must be able to meet interns in an office or public space outside of a private home
- 3** Must offer continuous hands on experience as the primary function of the intern and/or training specific to the intern's career goals and intended professional role
- 4** Business must be registered with Florida's The Division of Corporations (or your state's equivalent)
- 5** The business may not use a cell phone number or a personal email address as the business contact (Business must have an email address that matches the company domain)
- 6** The business must offer or allow a representative from USF (from Career Services or the student's Academic Department) the opportunity to visit and/or observe at any time as may be needed to validate the internship and/or intern's performance
- 7** The business must provide the intern with a qualified supervisor on-site who can guide the student's work and an appropriate work station with any needed resources and materials
- 8** The business must fully comply with the Department of Labor Fair Labor Standards act regarding intern pay. Paid interns should be compensated no less than minimum wage, and in a pay range comparable with an entry level position within that job vertical and for the intern's educational level
- 9** The business must maintain standard work hours for the internship, for example: Monday through Friday between the hours of 7:00 a.m. to 7:00 p.m. and not exceeding a part-time work schedule
- 10** The intern's safety should be paramount at all times and the business is expected to provide attention, training, and support toward the outcome of a safely executed internship experience
- 11** If a uniform is required, the internship host should provide that for the intern. Additionally, any standard safety equipment (e.g., safety vests, hard hats) should be provided, but personal safety equipment (e.g., sunglasses) may be purchased by the intern. Exceptions include medical scrubs and personal equipment

USF follows the National Association of Colleges and Employers (NACE) guidelines regarding internship experiences and complies with the Department of Labor – Fair Labor Standards Act (DOL-FLSA).

Does My Opportunity Qualify?

The following criteria from [NACE](#), as well as the DOL-FLSA criteria regarding intern pay, is required for Internships:

- The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom.
- The skills or knowledge learned must be transferable to other employment settings.
- The experience has a defined beginning and end, and a job description with desired qualifications.
- There are clearly defined learning objectives/goals related to the professional goals of the student's academic coursework.
- There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
- There is routine feedback by the experienced supervisor.
- There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals.
- For employers posting non-domestic internships, please [click here for information](#) on connecting with USF World and for any additional requirements they may have.

Types of Experiential Learning Opportunities

INTERNSHIPS	COOPERATIVE EDUCATION	SERVICE-LEARNING
<p>Full- or part-time, paid or unpaid (must meet DOL-FLSA requirements)</p> <p>Usually a one-time work assignment (10-12 weeks)</p> <p>Positions are typically related to student's major, but can be an area of interest</p> <p>Course enrollment/credit available through either the student's academic department or Career Services</p> <p>Undergraduate students (rising Juniors or Seniors) are eligible, but younger students may also qualify</p> <p>Must be supervised by someone with expertise in the area the student is working within</p> <p>Under the right conditions, a student could complete an internship virtually</p>	<p>Full- or part-time, always paid</p> <p>Due to their technical skills, students frequently start at higher salaries and higher levels of responsibility</p> <p>Typically at least two or three work terms (worked as part-time and/or full-time depending on student's major and academic schedule)</p> <p>Each semester the student is with employer the experience should increase in complexity, build on previous duties, or provide a new rotation in a different area of the field</p> <p>Positions must be directly related to student's major</p> <p>Course enrollment/credit is required and is provided through Career Services</p> <p>Must be supervised by a professional with expertise in the student's academic/career field</p> <p>Must have a physical location for student to report to</p>	<p>Similar criteria to internships, but:</p> <ul style="list-style-type: none">• Is developed, implemented, and evaluated in collaboration with a local or global community• Addresses needs and concerns identified by a community• Has a public purpose or results in a benefit to a community• Involves reciprocity between the course and community through the exchange of knowledge and resources, resulting in students increased community engagement and development of civic skills• Enhances the curriculum by extending learning beyond the classroom and allowing students to apply what they've learned to real-world situations• Increases an understanding of the local or global context in which the community-engaged learning takes place• Provides students with opportunities for structured critical reflection that is connected to course content objectives, and learning outcomes

Resources for Developing an Internship Program

Why have an internship program?

Before you begin developing an internship program, it is important to know how the program could help your organization. Some of the many benefits of an internship program include:

- The ability to establish talent pipelines
- Access to a skilled and motivated talent pool as part of a comprehensive talent management strategy
- A way to give back to the community through supporting educational and workforce development goals

If you have determined that an internship program is the best fit for your organization, you may want to use our [Internship Checklist](#) as you begin to think about what the program will look like at your organization. The checklist can help you think through questions you'll need to consider, including:

- The purpose and function of internships in your organization (i.e. strategic plan and workforce goals)
- How this internship program aligns with your organization's vision, mission, and values
- The resources you have available and are willing to commit to support an internship program (i.e. supervision, workspace, computer, phone, materials, staff, time, and training)

Steps toward implementing an internship program

Once you know what you want your internship program to achieve and how you plan to support it, the implementation process will generally include:

- Developing the internship position description
- Posting the position (on Handshake if you plan to recruit USF students)
- Reviewing applications, interviewing candidates, and selecting interns
- Providing an on-boarding orientation and training on the intern's role and responsibilities
- Establishing regular supervisory meetings with the intern
- Establishing an [Internship Learning Plan](#) with specific, set goals for the intern
- Exposing the intern to higher level processes (i.e. how decisions are made within your organization)
- Coaching the intern on professional behavior within your organization (i.e. culture of meetings)
- Providing opportunities for the intern to participate in projects
- Offering opportunities for interns to participate, contribute, and collaborate
- Providing closure through a developmental assessment and an opportunity for the intern to share what they learned

When can interns work?

Interns are typically full-time college students, so a specific schedule should be discussed and negotiated based on their availability. Internship work terms typically follow the academic schedule (i.e. students are typically hired to work for the duration of one semester at a time), especially if the intern is earning academic credit specific to their major. Non-academic internships may be offered on an "as available" basis.

A Note About Clerical and Non-Professional Duties

Clerical duties are typically part of nearly all work environments. While an internship will likely include such duties, it is not an appropriate internship experience if they account for a large portion of the assigned duties. Additionally the intern may not be utilized as a "personal assistant" and sent to run non-professional errands that are unrelated to the internship. Students are advised to bring such assignments to the attention of their USF internship liaison (Career Services or College) if concerns arise.

What should I pay the intern?

USF follows the National Association of Colleges and Employers (NACE) guidelines regarding internship experiences and complies with the Department of Labor – Fair Labor Standards Act (DOL-FLSA).

Intern pay should comply with the Department of Labor’s Federal Labor Standards Act. Your organization is likely required to pay interns if your organization:

- Has at least two employees
- Generates at least \$500,000 in annual dollar volume of sales or business done
- Is not a hospital, medical or nursing facility; school or preschool; government agency; or charitable non-profit organization which is largely supported through a volunteer work-force

Please also keep in mind that the range of pay varies by industry based on the market value of an entry-level position in that field, and is influenced by geographic location, market competition, skill set, major, and level of education.

For-Credit Requirement

Course credit for an internship can only be determined by the University and alone does not negate the need to pay an intern under the law. If a student decides to receive academic credit for their internship, they will be given a copy of the Internship Agreement, which all participants (including the supervisor and student) must sign. Then they will work with their supervisor to develop their Internship Learning Plan.

In addition to the Internship Evaluation form recommended for mid-term and end-of-internship feedback, a process for on-going reflection and feedback is recommended to assure that your organization is getting the most out of your intern and the intern is getting the most out of their experience. To assist the intern in achieving their learning objectives, consider utilizing some of the following tools:

- Reflection logs associated with their hours log (optional form in Internship Handbook)
- Weekly or biweekly meetings
- Check-ins following assignments given
- Debriefing following assignments completed
- Productivity and achievement reports

NOTE: A student’s ability to earn course credit is not a determining factor regarding pay. Please keep in mind that the student - not the organization - pays for the academic credit and, therefore, they essentially pay for the internship. Many students do not require internship-related credits to graduate and some degree programs consider these as “elective” credits and not as credit required for graduation. A majority of our students must work to help support themselves financially and an unpaid internship can create an unnecessary financial burden.

Who Can Supervise an Internship?

Based on the criteria previously outlined in this handbook, an internship should be supervised by someone who:

- Can serve as an experienced subject matter expert who can guide and mentor the intern regarding development and provide supportive feedback for continued growth
- Has adequate time in their schedule for supervision
- Is accessible and on-site during the hours and duration of the internship
- Has an interest in working with an intern and a positive attitude
- Is considered professional staff and can serve as a professional role model for the intern
- Capable of coaching and mentoring the intern on industry standards and best-practices
- Carries the necessary credentials (and in some cases licensure)

Helpful Tips for Supervisors

- Take time to get to know the student intern so you can best assist them as a supervisor. Ask about their goals and aspirations and about their needs and expectations of you as a supervisor. Likewise, you should share your requirements and expectations of the intern.
- Build a supportive professional relationship that cultivates open communication. This should take place during work activities only. Contact with interns outside of business hours during the internship is discouraged.
- Ensure that the internship is a meaningful learning experience for the student by providing opportunities to apply what has been learned in the classroom.
- Provide training and all necessary resources for the position. Provide the intern with information that would be given to any new employee.
- Develop, implement and review the Internship Learning Plan in order to assist the intern in achieving the internship objectives.
- Set goals in small attainable steps to support success. Engage the intern in the process and review progress on a regular basis. Ask self-assessment questions to stimulate the intern's independence and personal and professional development.
- Assure that the intern is engaged in real work, completes their assigned duties efficiently and effectively, and strives to improve their performance.
- Meet on a regular basis to discuss the intern's assignments and performance, and assist the intern in critical thinking and problem solving. Use of "coaching" skills will be an important tool as you help the intern gain independence within their role at the organization.
- Evaluate your intern's progress and provide feedback often and in a constructive manner. Keep in mind that positive feedback reinforces good performance and achieves results up to 4 times faster and more effectively than criticism alone.
- Provide opportunities for increased responsibility as the intern displays their ability to do so.
- The intern should generally be treated as a "regular" employee, although with closer supervision.
- Communicate any concerns, questions, changes or issues regarding the internship to your USF contact, who will either be an academic instructor or USF Internship Director.
- Complete a mid-semester evaluation and request a site visit from your USF internship contact if desired.
- Complete the intern's end of semester evaluation and share feedback with the intern to assist them in continued growth and development. The Intern Evaluation and Feedback form should be provided to your internship contact at the conclusion of the internship.

The Intern Matters blog has a lot of information related to developing internship programs, when to begin recruiting, and helping interns fit in, among other topics. You can access the blog at <https://internmatters.wordpress.com/>.

Adding Value to Your Intern's Experience

Organizations often develop internship programs as a way of creating a talent pipeline. As such, many interns may end up becoming full-time employees. Regardless of your working relationship with the intern, there are a few things you can do to add value to their experience and help them succeed during their internship and beyond.

- Set a good example at all times.
- Explain what you are doing, how you are doing it, and why you are doing it.
- Display patience, especially at the beginning. Even if the hope is to have the intern join the organization in a full-time position down the road, the intern is not the same as a new hire. They may need more time to grasp content, processes, and procedures, and your patience with them at the beginning can help foster a meaningful working relationship.
- Repetition and routine are helpful for an intern's growth, but don't be afraid to ask them to stretch their skills by providing them with a variety of responsibilities related to their position.
- Build the intern's independence by providing them with trouble-shooting tips and talking them through problem-solving steps. Rather than solving all problems for the intern, let the intern learn how to solve them. Again, coaching skills will provide a useful tool to aid the intern in effective problem solving.

The Career Readiness Badging Program at USF

Our students gain valuable essential skills during their time at USF through what they learn in the classroom and what they experience outside of it. Internship programs provide our students with a safe environment to put their learning into practice so that they can develop these skills further.

In an effort to help students understand the connection between the classroom and the workplace, the Career Readiness Badging Program works with students to stitch together their varied experiences so that they can talk about their unique set of skills with confidence. The program is based off of the eight Career Readiness Competencies, or "essential skills," as defined by the National Association of Colleges and Employers (NACE), and is hosted entirely online. As students complete modules associated with each of the eight essential skills, they earn digital badges that they can share via their resume, LinkedIn, and other social media and job management platforms.

The eight essential skills include:

- | | |
|---|---|
|  Professionalism |  Teamwork |
|  Communications |  Critical Thinking |
|  Global Citizenship |  Leadership |
|  Technology |  Career Management |



You can use the Career Readiness Badging Program for your internship program in a couple of different ways. You can work with us to search for potential interns who have earned badges in skills related to the position you have created. You can also use the program to help your current interns understand the skills that they are developing through their internship at your organization.

Learn more about USF's innovative campus-wide approach to producing career ready graduates at <http://careerready.usfcs.info>.

Recruiting At USF

USF follows the National Association of Colleges and Employers (NACE) guidelines regarding internship experiences and complies with the Department of Labor – Fair Labor Standards Act (DOL-FLSA).

We want to make sure that your internship program is a success, so we offer help with everything from developing your program to recruiting on campus!

Get in touch with us for assistance with:

- Planning and developing your internship program or position description
- Maximizing Handshake resources (tutorials, messaging, etc.) to recruit interns
- Supplementary recruitment through campus contacts, such as our Career Consultants, Academic Advisors, and college or major specific internship staff
- Information on internship best practices, questions, assistance, etc. as needed for internship management

We can also put you in direct contact with our Office of Employer Relations for help with registering for on campus recruiting events, such as:

- [Part-Time Job Fair](#)
- [Accounting Career & Internship Fair](#)
- [Bulls Connect Career & Internship Fair](#)
- [Informal tabling events](#), like Careers & Coffee and Employer Spotlights
- Information Sessions
- [On-Campus Interviews](#)

Recruiting Through Handshake

If you are recruiting USF students, you will probably be using Handshake to help manage your posting. You can get started with our [Handshake Guide](#), and check out the Handshake help pages below for answers to some frequently asked questions. As soon as your account has been approved by USF, you will be able to post internships for our students. Note that it can take a couple of days for your initial account request to be reviewed and approved.

- [How Can I Get Approved By Schools?](#)
- [Employer Logo Banner Guide](#)
- [How Can I Increase My Trust Score?](#)
- [How to Create a Saved Search](#)
- [How To Message a Student](#)

Tips for Posting Internships

Handshake technology can put your posting in front of the students you're trying to recruit. You can maximize your recruitment efforts by taking care to create a posting that offers a good picture of your company's opportunity for learning and experience.

You can make your posting clear and appealing to students by following these tips:

- **Make your application easy to find.** Best results occur when students have the fewest clicks to make from your posting in Handshake to the actual application. The harder it is for them to get to your application (e.g., going from Handshake to another system, or multiple clicks on the employer website), the less likely they are to find and complete it successfully.
- **Breathe “life” into your posting.** The Handshake posting should be based on the position's job description, but written in a way that entices students by creating enthusiasm about the company and the position.
- **Define the relevance to building a good career.** Duties and responsibilities should help the student gain career-relevant experience. Make your internship attractive by including challenging, career-building responsibilities in the posting.
- **Entice them with professional development opportunities.** Describe the kinds of training and development opportunities students will have while interning with you. Students look for growth opportunities.
- **Give other majors a chance.** Select several industry clusters that offer a broader range of skills rather than focusing on just one – unless it is unavoidable (e.g., accounting, engineering). Selecting “all” allows you to assess for organizational fit, attitude/disposition, experience, and skills more effectively.

Important Legal Information

Neither Career Services, academic department faculty, nor the University of South Florida is responsible for any personal injury, loss, or death while a student is engaged in an internship, nor while traveling to or from the internship. All internships are voluntarily pursued at the students' own risk.

USF follows the National Association of Colleges and Employers (NACE) guidelines regarding internship experiences and complies with the Department of Labor – Fair Labor Standards Act (DOL-FLSA).

International Students as Interns

USF International Students who are eligible for CPT (Curricular Practical Training) can work as interns or in Co-op without the need for additional paperwork or documentation on the part of the employer or internship host, as long as the position title and description of activities match the student's major and are in compliance with the student's [visa requirements](#). International Student activity receives oversight through USF International Student Services in collaboration with Career Services.

Hiring

If US citizenship is a requirement for the job, the description must specify the reason for this, otherwise the position must be posted as open to US Citizens, Permanent Residents, and F1 Visa holders (Immigration and Nationality Act § 274B, 8 U.S.C. § 1324b). Hiring F1 Visa students and other foreign nationals does not involve sponsorship or extra paperwork. From the employer's perspective, it is no different than hiring a U.S. student or permanent resident. For more information, please visit the [Office of Special Counsel for Immigration-Related Unfair Employment Practices'](#) website.

Additional DOL-FLSA information

When a site uses unpaid interns*, certain guidelines must be followed to conform to the Fair Labor Standards Act. This act applies to all employers, government, non-profit, and for-profit. Typical permitted volunteer sites include government agencies, hospitals, charitable non-profit agencies and the like. Persons already employed by such an organization cannot volunteer the same type of services as their job during the weeks they are employed. Commercial businesses may not ever legally utilize unpaid volunteers. Unpaid intern status is permitted but there are very few circumstances to which this applies (see below).

- The work experience is designed to benefit the intern more than the organization. The employer may not derive immediate benefit from the activities of an unpaid intern. The law wishes to ensure that the internship is a learning experience for the student and not merely a way to get unpaid labor. In other words, the intern is the “primary beneficiary” of the arrangement.
- Work performed by an unpaid intern must be directly related to their coursework and linked to specific course learning outcomes. In other words, it functions as an extension of the curriculum.
- An unpaid intern may not perform work also done by employees (and thereby serving as an unpaid employee). Regardless of pay, the organization must serve as a co-educational facility and must teach the intern a career-relevant skill, a process, how to use equipment, and about the business and/or industry in which the student is seeking a career. The intern may not serve as a “go-fer”, or do the “grunt work” that others do not want to do, or provide a miscellaneous function with no clear career path to professional-level work.
- The intern is not guaranteed a job upon completion of the internship. This ensures an organization cannot require a person to work for free in order to get a job in the future.
- The intern cannot displace existing workers or directly take on the duties of a fired or laid-off employee. This ensures a regular worker will not be removed and the duties assigned to an unpaid intern. Also, there may not be more unpaid interns on “staff” than there are paid staff members.

Important Legal Information (continued)

Insurance and Liability

USF Health and the College of Behavioral & Community Sciences carry student liability insurance. Outside of these instances, USF does not insure students or interns. Interns are typically covered by the organization's risk management policies and procedures and insurance as any other employee would be. Different colleges have different procedures for academic internships and students should consult their internship course instructor if they have questions.

Workman's Compensation

If a student is on a paid internship or a paid Cooperative Education site, the employer's Workman's Compensation covers the student in the event of a workplace accident or injury. A business may have an insurance rider that would cover an unpaid intern or anyone serving in a "volunteer" capacity, but the student intern should confirm this through the organization's Risk Management division in order to know the status of their coverage while at an internship site. If taking on interns for the first time it would be helpful to check your risk management and workman's compensation policies.

Health Insurance

A student may be covered by their own health insurance or that of a parent (up to age 26 if applicable). Employers with 50+ employees are required to offer employees health insurance under the ACA. Interns who are short-term and part-time may not be included in the ACA and/or may opt out to use their own insurance coverage. Full-time (30+ hours/week over 120 business days in a 360 day period) paid interns must be offered insurance and count towards the company's FTE (full time equivalent employee "headcount"). Full-time unpaid interns, and full-time government interns may be excluded. Interns categorized as "seasonal" or "contract" workers may also be excluded.

Interns who do not currently have coverage may opt to obtain insurance through USF, through a private insurance carrier, or through the Affordable Care Act Insurance Exchange (for individuals who qualify). USF offers three options: the voluntary plan, GA, or mandated coverage. International students are required to have approved insurance in place in order to attend USF.

For more information on USF student insurance options:

<http://www.usf.edu/student-affairs/student-health-services/insurance/needcoverage.aspx>

Liability

Under the Florida Volunteer Protection Act, if a student is functioning as an unpaid intern in a non-profit setting, they are protected against any legal liability while performing within the scope of assigned responsibility unless the student has received a stipend for services.

Auto Insurance

Some internship sites may require the student to carry their own auto insurance if the student is driving as part of the internship activity. Students will need to inform their auto insurance provider if the internship will impact coverage in the event of an accident. Note that an increase in charges for extended coverage may apply.

In summary, students are responsible for obtaining the insurance coverage needed for personal liability, health, and/or auto when required by and/or not covered by the internship site or through another means (e.g., personal insurance). Proof of coverage may be required prior to the start of the internship in such cases. USF is not responsible for any illness, accident, or injury sustained by the student while on an internship.

For more information, visit: <https://www.nacweb.org/s04012015/healthcare-coverage-under-affordable-care-act.aspx>